



Senior Army Workforce Concept Overview



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Purpose

**To provide information
on the Senior Army
Workforce (SAW)
Concept**



Agenda

- **Background**
- **SAW Concept**
- **Key Development Milestones**
- **The Road Ahead**



Background

- Civilian Personnel Management System (CPMS XXI) Study & The White Paper (WGI, Inc.)
- Army Training and Leader Development Panel – *Civilian* (ATLDP-C) Study Results Brief to VCSA (Feb 03)
 - VCSA: “*Stand up the SAWMO*” – SAWMO IOC (Oct 03)
- SAW Concept Development
 - ASA M&RA Concept Approval (Jan 04)
 - Business Process Maps
 - Policies & Procedures -- Draft AR and DA Pam
 - Competency Development Focus Groups (Feb-Apr 04)
- Army Staff coordination (Feb-Mar 04)
- MACOM coordination (Jun-Jul 04)



From CPMS XXI Study to The SAW Concept

- CPMS XXI – strategic planning initiative which defines processes for achieving a trained and ready future Army civilian leader workforce
 - Two majors components:
 - Legislative reform of the HR system
 - **Accomplished through NSPS**
 - Senior Civilian Management reform
 - **Accomplished through the SAW concept**
- SAW Concept
 - Central management of GS 12-15 (or equivalents) Supervisors, Managers, Leaders
 - Addresses ATLDP-C recommendations
 - Implementation of SAW coupled with NSPS = greater flexibility
 - Builds the “civilian bench”



The SAW Concept



- **Central Management** (~17,000 GS 12-15 Supervisors/Managers)
 - Strategic management of senior leader assets
 - Right person, right place, right time to meet Army's needs
- **Career Development**
 - Structured, resourced career development (linked to ATLDP)
 - Training and professional development decisions based on Army-wide interests (G-3 proponent for curriculum leader)
- **Multifunctional Career Tracks**
 - Broader career groupings to enable multiple & integrated skill sets (linked to ATLDP)
 - Facilitates flexibilities in NSPS design
- **Competency-Based System**
 - Workforce planning driven by Army-wide goals & objectives
 - Holistic view of people
- **Job Mobility**
 - Functional, organizational and geographic
 - Army Mission/Professional/Personal Needs



Central Management





Career Development



- **Career Maps** – identifies career goals, requirements, and timelines for personal development (mentor – supervisor – employee – SAWMO)
- **Management Development Group** – specific group targeted for professional development
- **Leadership Curriculum** – focuses on core leadership competencies in keeping with Army doctrine (to be determined by G-3/TRADOC)
- **Continuous Learning** – centrally managed Training and Development account for specific training and developmental assignments

Institutional Support		Logistics & Acquisition Management	Information	Engineers & Scientists
Sub Track 1: Human Capital, Financial, & Manpower Management	Sub Track 3: Infrastructure & Security	Sub Track 1: Contracting & Industrial Contract Property	Sub Track 1: Information Technology	CP 16 - Engineers & Scientists (Non-construction)
CP 10 - Civilian HR Management	CP 12 - Safety Management	CP 14 - Contracting (Series: 1101, 1102, 1103, 1105, 1150)	CP 34 - Information Technology	CP 18 - Engineers & Scientists (Resources & Construction)
CP11 - Comptroller	CP 19 - Physical Security & Law Enforcement	Sub Track 2: Life Cycle Logistics	CP 34A - (IT) & CP 34B (Telecom) (Series: 301, 391, 334, 2210)	
CP 26 Manpower & Force Management	CP 27 - Housing Management	CP 13 - Supply Management	Sub Track 2: Library & Records Management	Medical Support
CP 28 - EEO	CF 29 - Executive Assistant (Base Ops)	CP 17 - Material Maintenance Management	CP 34D - (LM) & CP 34E (RM) (Series: 343, 1410)	CF 53
CF 29 - Executive Assistant (Base Ops)	CF 55 - Real Estate	CP 24 - Transportation Management	Sub Track 3: Public Affairs &	Original Design
CP 31 - Education Services		Sub Track 3: Production, Quality & Manufacturing	CP 22 - Public Affairs and Communications Media	
CP 50 - Military Personnel Management		CP 15 - Quality and Reliability Assurance (Series: 1910)	CP 34C - (VI) & CP 34F (P&P) (Series: 1001, 1020, 1060, 1071, 1084, 1035, 1082, 1083, 1154)	
Sub Track 2: Training		CP 14 - (Series: 1150)	Sub Track 4: Intelligence	
CP 32 - Training and War fighting Developments		Sub Track 4: Ammunition Surveillance & Management	CP 35 - Intelligence	
CF61 - Historians		CP 20 - Quality Assurance Specialist (Ammunition)		
		CP 33 - Ammunition Management		

Logistics Management	Contracting & Industrial Management	Information	Institutional Support	Engineers & Scientists	Other
<i>Sub-track 1: Supply, Maint, & Trans Mgt</i>	<i>Sub-track 1: Contracting & Industrial/Contract Property Mgt</i>	<i>Sub-track 1: Information Technology</i>	<i>Sub-track 1: Human Capital Management</i>	<i>Sub-track 1: E&S - Non-construction</i>	Training & Warfighting Development
CP 13: Supply Management	CP 14: Contracting-Series 1101, 1102, 1103, 1105	CP 34A & B: IT - Series 301, 391, 334, 2210	CP 10: Civilian Personnel	CP 16	CP 32: Training & Warfighting Development CF 61: Historians
CP 17: Material Maintenance Management	<i>Sub-track 2: Manufacturing & Production</i>	<i>Sub-track 2: Library Management</i>	CP 50: Military Personnel	<i>Sub-track 2: E&S - Resources & Construction</i>	
CP 24: Transportation Management	CP 14: Series 1150	CP 34D: Library Management CF61 Historians	<i>Sub-track 2: Financial & Manpower Mgt</i>	CP 18 (include CF 55: Real Estate)	
<i>Sub-track 2: Quality & Reliability Assurance</i>	<div><div>*DRAFT - Pending Approval</div></div>	<i>Sub-track 3: Records Management</i>	CP 11: Comptroller	<i>Sub-track 3: ESOH</i>	Installation Management
CP 15: QRA-Series 1910		CP 34E: Records Management	CP 26: Manpower Management	CP 12: Safety	CF 29: Installation Management
<i>Sub-track 3: Ammo Surveillance & Mgt</i>		<i>Sub-track 4: Public Affairs</i>	CP 31: Education Services	CP 18: Environmental Specialists	
CP 20: Ammunition Surveillance		CP 22: Public Affairs	<i>Sub-track 3: EEO</i>		
CP 33: Ammunition Management		<i>Sub-track 5: Publishing & VI</i>	CP 28: EEO		Medical
		CP 34C: VI	<i>Sub-track 4: Physical Security & Law Enforcement</i>		CF 53: Medical
		CP 34F: Publishing & Printing	CP 19: Physical Security & Law Enforcement		<i>Draft re-design after Focus Group Meetings*</i>
		<i>Sub-track 6: Intelligence</i>			
		CP 35: Intelligence	<i>Sub-track 5: Housing Mgt</i>		
			CP 27: Housing Management		



Competency-Based System



- **Competency**: A measurable or otherwise assessable collection of skills, knowledge, abilities, and or qualities, together with behaviors, required to perform a particular job or job function.
- **Why implement a competency-based system?**
 - Responds to call for change by GAO/OPM reports and other studies
 - **Recruit**: Attract individuals with documented competencies and experiences
 - **Develop**: Target training and development resources
 - **Promote**: Advance individuals with critical competencies
 - Allows Army to more accurately forecast future needs based on competencies



Job Mobility



Building Leaders ...

Assignments

Education & Training

Career Maps

- Tied to professional development/career maps
- Matching requirements with capabilities
- Adapting and meeting the requirements of a changing environment/mission
- Diversifying skill sets
- Creating opportunities to develop cross-functional leader competencies - permits movement in and out
- Not all moves require



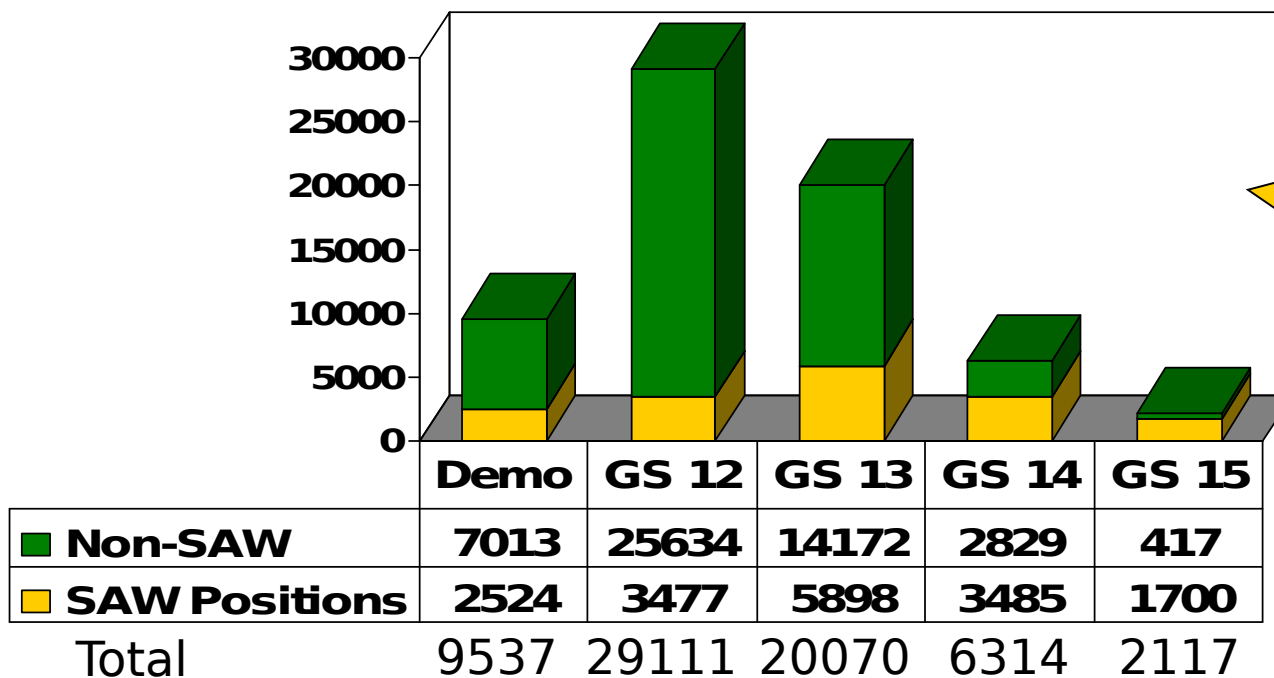
SAW Positions



Total Army Civilians
223,898
• Includes Wage Grade



SAW Positions
GS Civilians Grades
12-15
Supv/Mgr/Ldr
17,084 (7.6%)

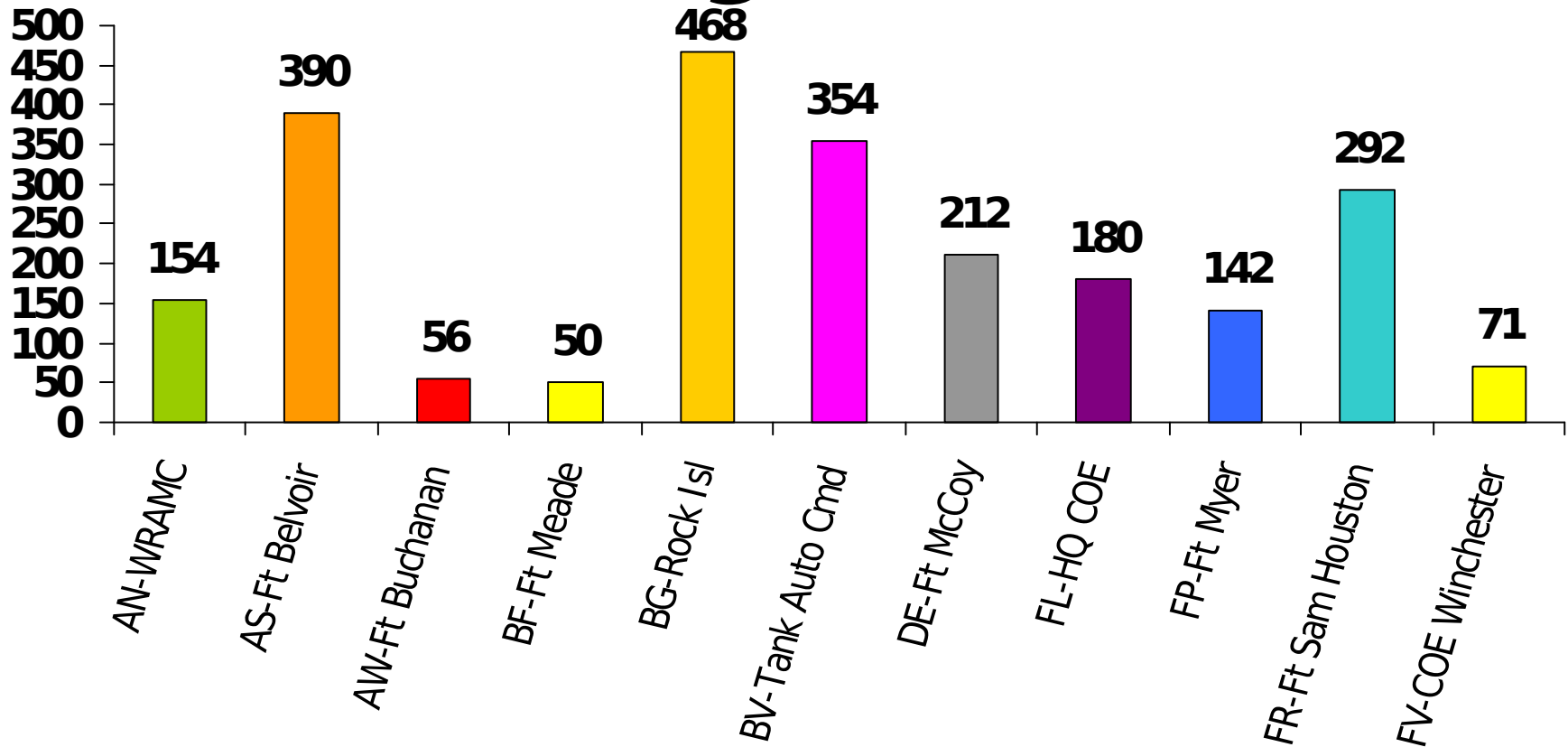


This number
may change--
subject to
implementation
of NSPS

50065
17084*
*25% of all
GS12-15s

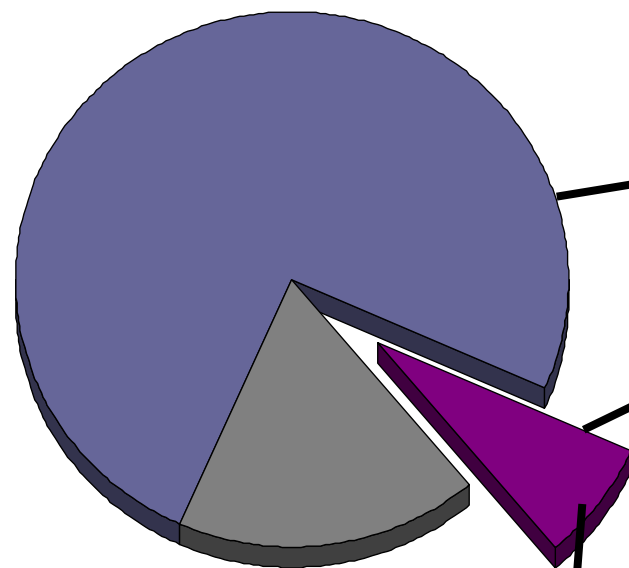


SAW Population by CPAC CHRA North Central Region





SAW By Military Experience

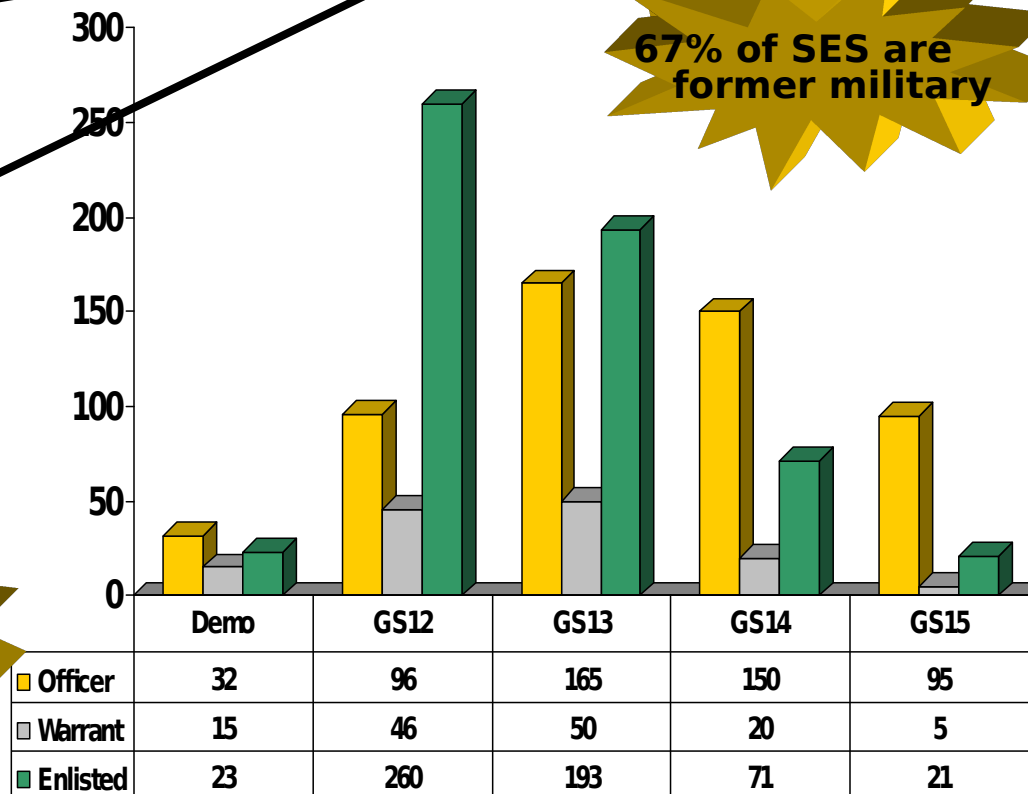


10% of Army SES are retired military

7% of SAW are retired military

82% of SAW are former military

67% of SES are former military





Key Development Milestones

- ✓ **Design Team Meeting (Mar 03)**
- ✓ **SAW Management Office IOC (Oct 03)**
- ✓ **ASA(M&RA) Concept Development off site (Oct 03)**
- ✓ **Concept Coordination with Secretariat and Army Staff (Feb - Jul 04)**
- ✓ **Career Program Focus Group Meetings (Feb - Apr 04)**
 - ✓ **Competency development/validation**
 - ✓ **Career Map validation**
- **MACOM Commanders (Jun - Aug 04)**
- **Career Program Functional Chief Representatives (Fall 04)**
- ***Proposed* SAW Stakeholders Workshop (Fall 04)**
 - **Policy & procedure refinement**
 - **Stakeholder buy-in**
- ***Proposed* GO/SES Steering Committee (Fall 04)**

- ✓ *Completed Tasks*
- *Upcoming Events*



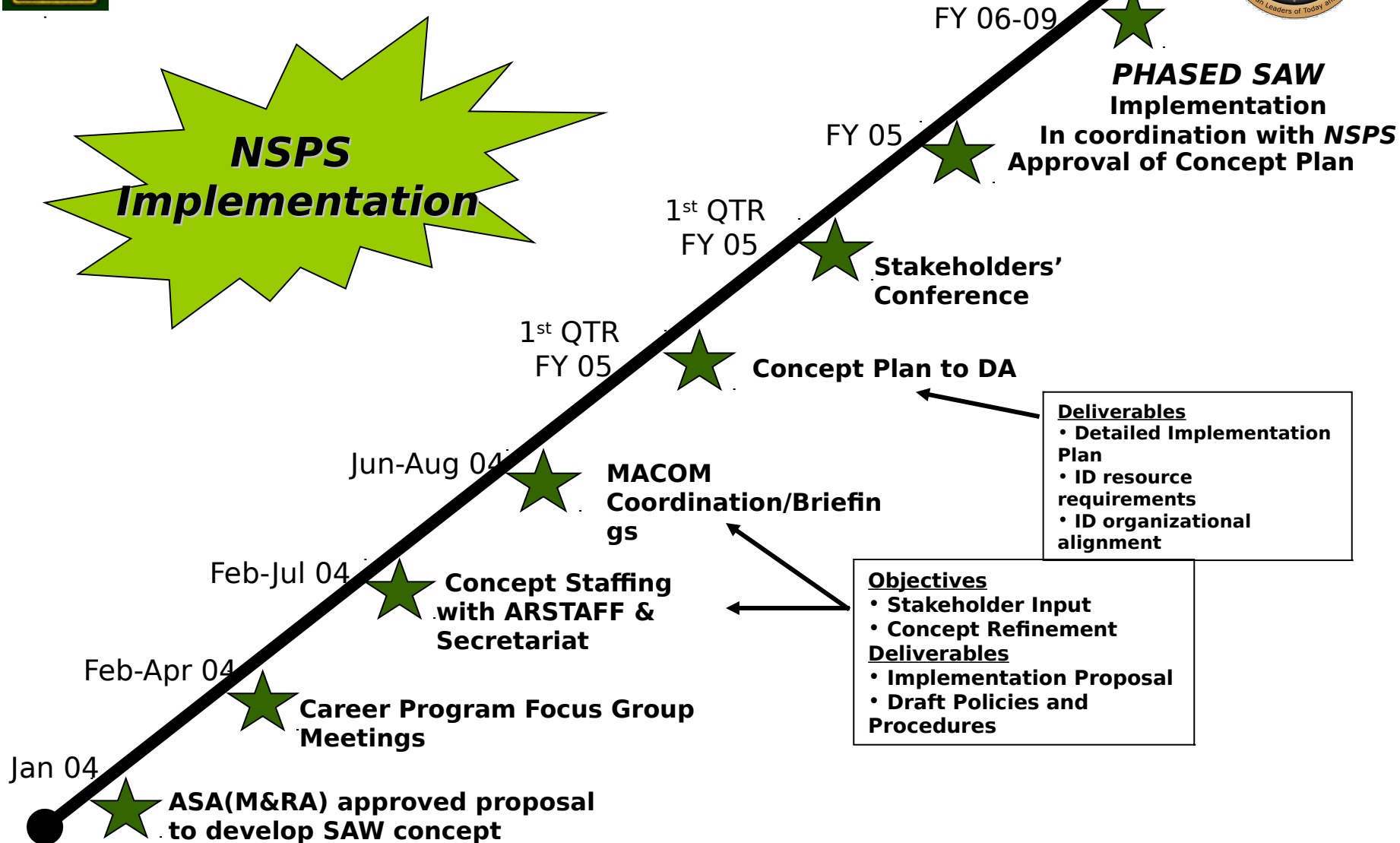
Concept Coordination

Army Staff/Secretariat

Issue	Comment	As Stated By
Central Management	Takes hiring authority away from commanders / selecting officers	ASA (CW), ASA (FMC), ASA (I&E), ASA (ALT), G-6/CIO, USA I&E
Mobility	1. May be a recruiting / retention obstacle 2. Will require additional funding	1. ASA (CW), ASA (ALT), G-4 2. G-8
SAW Funding (\$000) <i>Estimated net increase over the life of the POM:</i> FY 06 \$107,150 FY 07 \$139,690 FY 08 \$181,572 FY 09 \$202,937 FY 10 \$202,037 FY 11 \$202,137	1. Ensure all training and manpower resource requirements are identified & supported (cost-benefit analysis) 2. May not be supportable given other more pressing fiscal demands	1. AASA, ASA (CW), G-6/CIO 2. ASA (CW), ASA (FMC), ASA (I&E), G-3, G-4, G-8
SAW & NSPS Implementation	NSPS changes may make SAW implementation ill-timed	ASA (CW), ASA (FMC), G-4



The Road Ahead





Questions/Comments?

For more information:

www.cpol.army.mil/library/sawmo

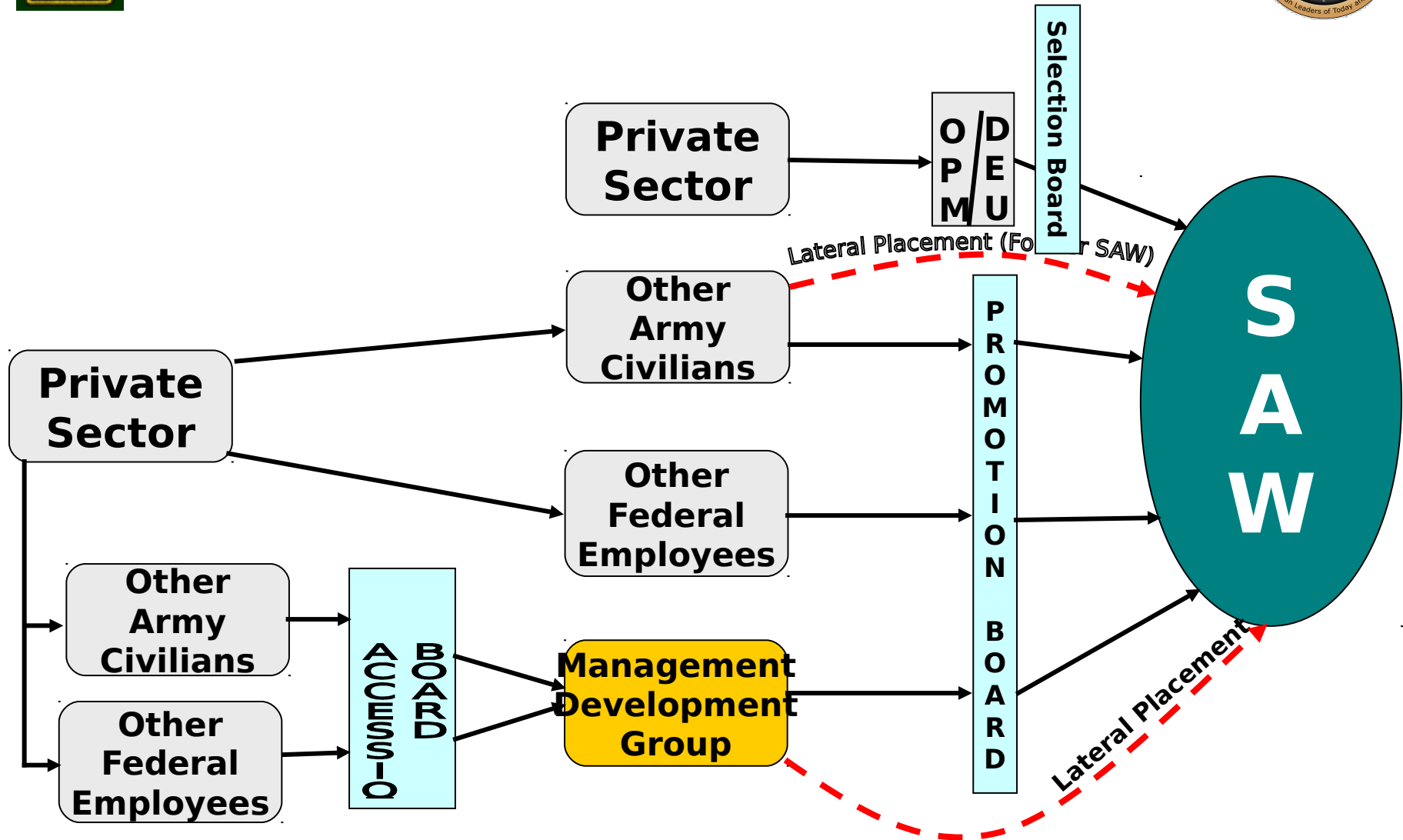
Army Civilian Leaders of Today and Tomorrow



Backup

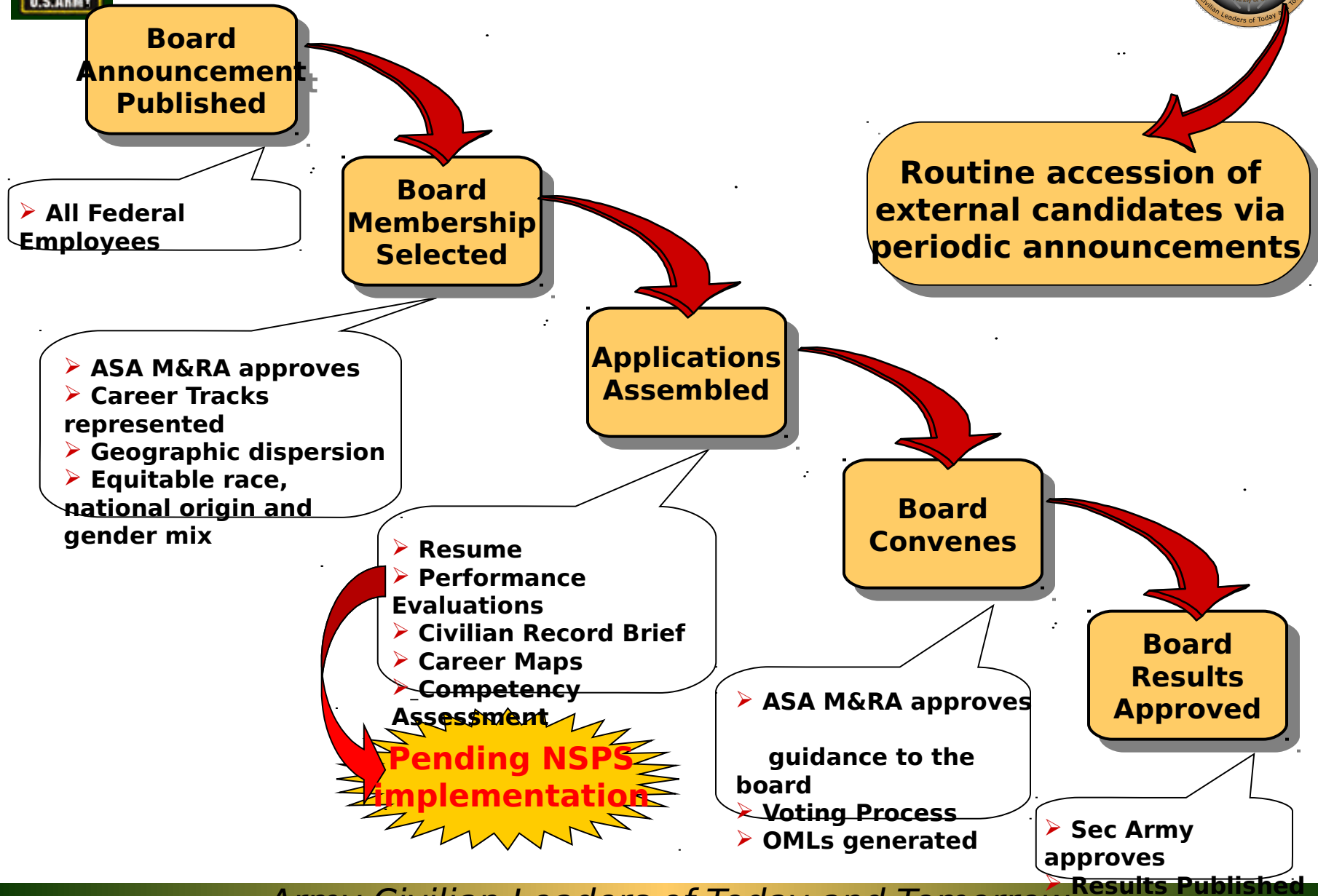


Concept





Promotion Boards





Assignments



**Right person
Right place
Right time
Right skills**

**Professional
Development**

**MDG
Grads**

OML

**OPM/DEU
Register**

**Directed
Reassignments**

Army Needs
MACOM Strategic Goals
Organizational Capabilities
Workforce Competencies
Workforce Diversity

**Assignment
Officer**

Personal Needs
Geographic preference
Exceptional family member
Dual careers
Professional development desires

**Developmental
Opportunities
(MOA w/ MACOMs)**

**Planned
Rotations**

Vacancies

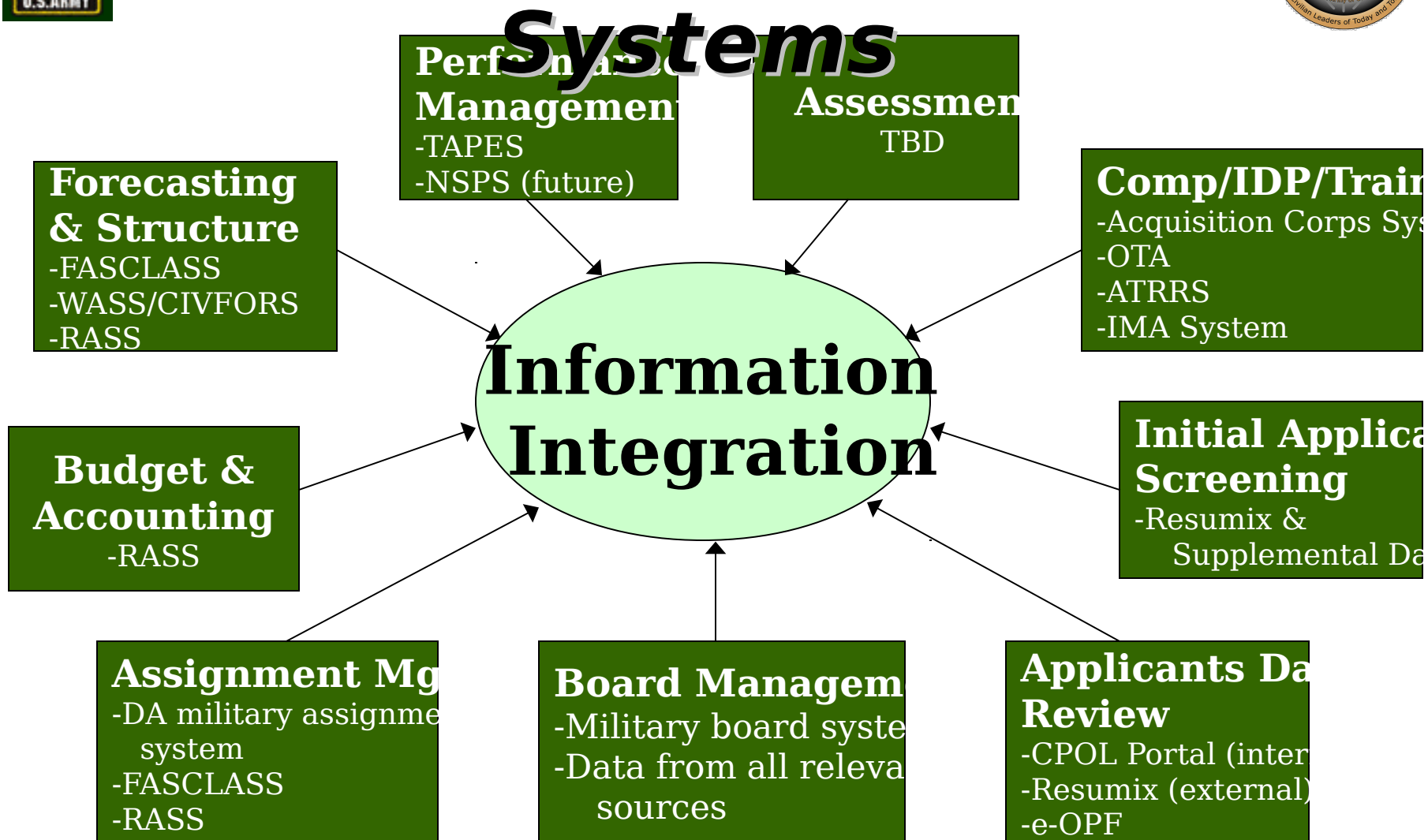
**School/
Training**

TTHS

TTHS



SAW Automation Systems



DCPDS in all areas



NSPS Proposed Features

- *Hiring Flexibilities*
- *Pay banding*
- *Pay for Performance*



ATLDP-C

Recommendations



- Create a civilian education system
 - Enforces life-long learning philosophy
 - Self development and operational assignments
- Replace current career programs/fields with a broad career management system
 - Career management system that includes leader and technical tracks (bands of excellence)
 - Redefine functional areas, technical and leader **competencies** that support readiness
- Strengthen relationships between civilian and military cohort – integrate institutional schoolhouse
- Create a structured, progressive, sequential, institutional approach
 - Employee accountable for success
 - Incorporates Army Culture and Values
 - Individualized Development Plans
 - Heavily reinforces Interpersonal Skills

ATLDP-C Report
24 FEB 2003



SAW Funding

	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Manpower (Work years)							
SAWMO (Operational Costs)		50	60	70	80	80	80
SAW		272	440	620	620	620	620
MDG		600	600	600	600	600	600
Total		922	1,100	1,290	1,300	1,300	1,300
Program Costs (\$000)							
SAWMO Costs	\$ 5,300	\$ 6,300	\$ 7,600	\$ 9,700	\$ 8,800	\$ 8,900	
Manpower (SAW+MDG)	\$74,868	\$89,292	\$104,747	\$104,747	\$104,747	\$104,747	
Professional Development	\$8,543	\$11,366	\$14,694	\$15,959	\$15,959	\$15,959	
Continuing Education	\$6,689	\$13,632	\$22,831	\$22,831	\$22,831	\$22,831	
PCS	11750	19100	31700	49700	49700	49700	
Total	\$107,150	\$139,690	\$181,572	\$202,937	\$202,037	\$202,137	
Unfinanced Requirements							
SAWMO	\$5,800	\$5,300					
FY06-11 POM (REQUESTED-NOT VALIDATED)							
	\$73,900	\$129,800	\$168,900	\$198,800	\$201,700	\$205,174	

BOTTOM LINE: Annual program costs are approximately \$200 million.



Big Picture

CPMS XXI

**Transform civilian
personnel
administration and
development in order
to support and adapt
to a transforming**

Army

SENIOR ARMY WORKFORCE

**a centrally managed cadre of high
performing, multifunctional civilian
leaders who are well-trained and
developed to support Army mission
requirements.**

The President's Management Agenda

**Agencies will use
strategic workforce
planning and flexible
tools to recruit,
retrain and reward
employees to
develop a high
performing
workforce.**

ATLDP

**Need a centralized
source for clear,
mandatory career
guidelines that are tied
to promotion and
development**

DoD HR Strategic Plan

**Provide management
support tools that support
total force planning and
informed decision-making.**

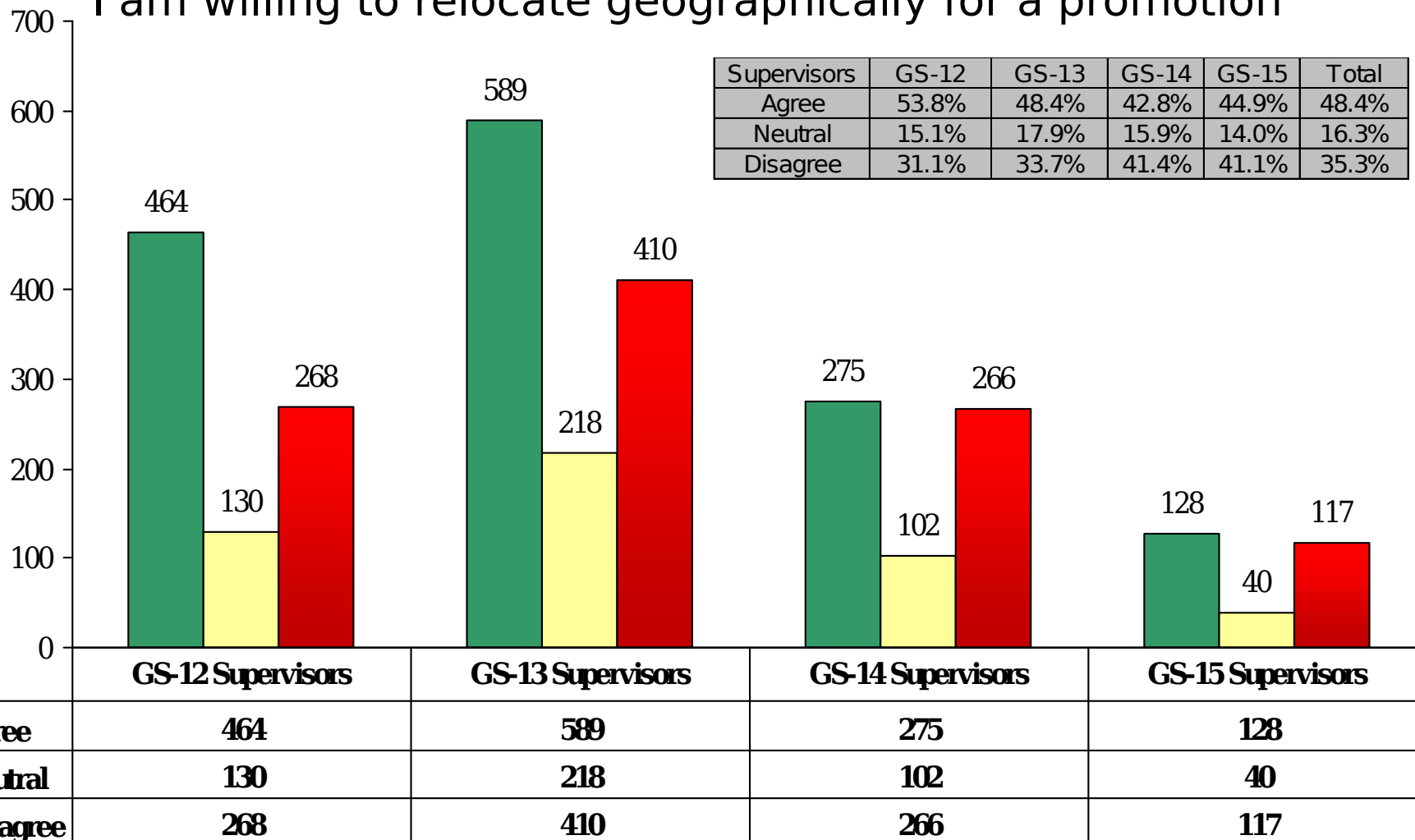


Mobility Data



Army wide Employee Survey FY 03
All GS-12 and Above Supervisors

“I am willing to relocate geographically for a promotion”





Workforce Shaping Impact of Retired Military Gains

- **Hiring Trend analysis indicates Military Retirees :**
 - Will comprise over 50% of the GS 15 workforce between 2012 and 2015.
 - Will comprise over 50% of the GS 14 workforce between 2013 and 2016.
- **Any potential problems with cross-over trends?**
 - There is systematic bias - civilians select civilians & military select military

Selecting Official Status	Civilian	Active Duty Officers	Civilians In Retired Military Status
- Bias may be enhanced given: Civilians selected	75%	70%	60%

- **Military to civilian conversions**
 - **Continuity of the expected military retirements projected through at least 08/09**
- **Pros of cross-over trends?**
 - Cross-pollination of qualifications & backgrounds
 - Greater minority presence projected in military retirements
 - Fill gaps as the Civilian Labor Force demographics transitions into a 'job seekers' market
- **Cons of cross-over trends?**
 - Bias in selections may not be linked solely to qualifications familiarity
 - Greater male representation in Grades 14 & 15
 - Perceptions of unfairness
 - Increased civilian turnover in feeder grades



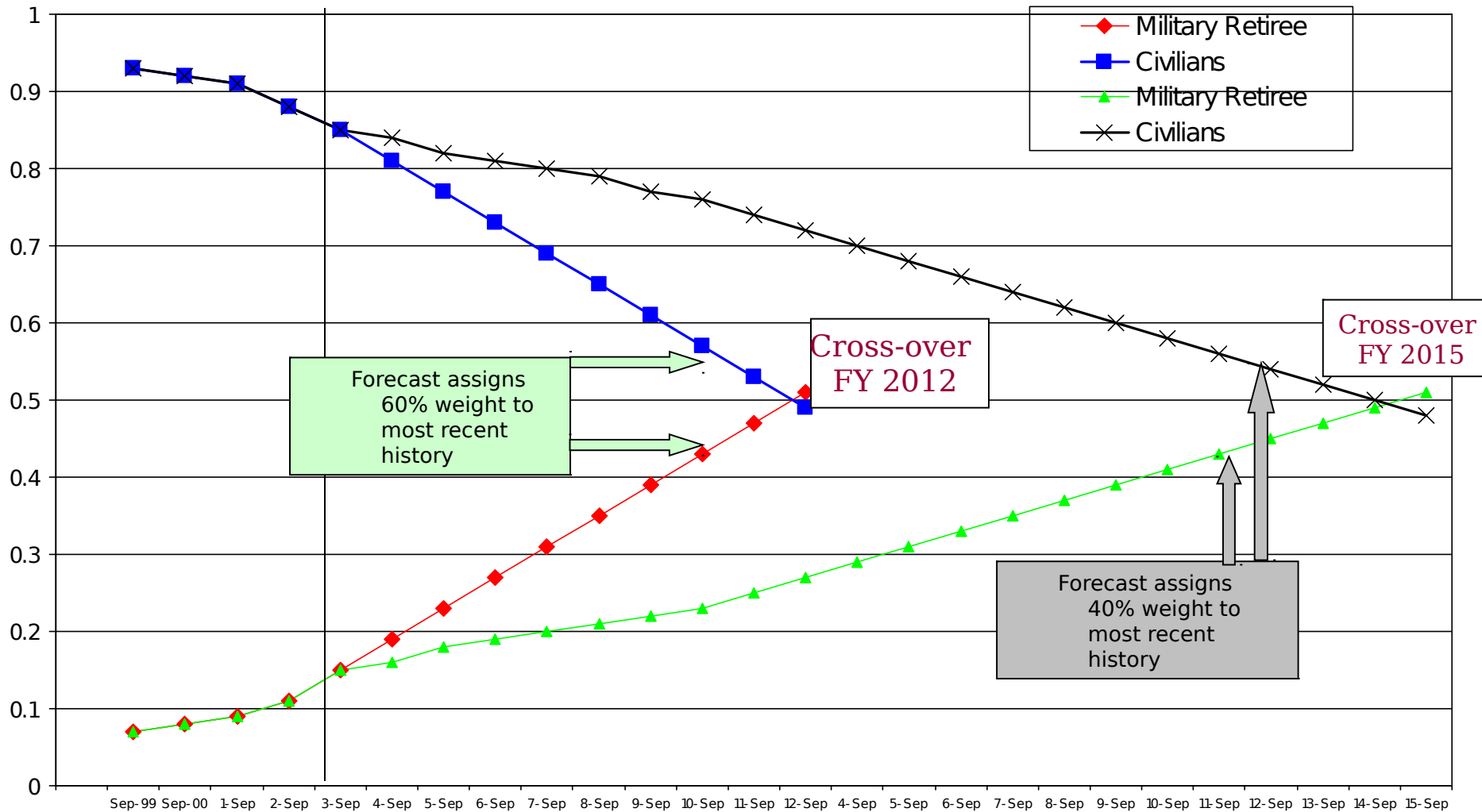
Workforce Shaping

Impact of Retired Military Gains

- Retired military were 15% of the FY 02/03 selections to all GS 14/15 positions, both supervisory and non-supervisory.
 - 48% of retired military selected to GS 14/15 were external gains.
 - 55% of external gains (149 of 271) were hired into Occupational Series 301, 340, 343, 346 and 602.
 - Non-retired veterans are included in all civilian statistics.
- Any actions that need to be taken?
 - Analyze referral list of candidates to determine the qualification differentials between applicants. It is unknown what percentage of referral list candidates were retired military.
 - Implement a strategy for collecting data on Hiring Officials, selected & non-selected candidates to include interviews
 - Continue monitoring selection rates to determine likely future changes in trends



GS-15 NO GOAL Projection Scenarios Short-term vs Long-Term





GS-14- NO GOAL Projection Scenarios Short-term vs Long-Term

